

MEMORANDUM

State of Alaska Department of Administration Division of Personnel

To: Melanie Millhorn
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Department of Administration

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Subject: Mail Services Manager

History

PCN 025046 was originally classified as a Mailroom Supervisor (SR12). In September 1990, staff turnover prompted the reorganization of the mailroom and assignment of lead responsibilities to PCN 025046. This resulted in the reclassification of this position to Mail Clerk Carrier II (SR9). In July 1992, PCN 025046 was assigned full supervisory responsibilities over mailroom staff and reclassified to Mailroom Supervisor (SR12), a single position job class. Over time the duties of this position continued to evolve and expand in order to meet the increase of requests for mail services.

While supervision remained a primary duty, additional administrative and managerial duties were added as part of the position's responsibilities. The added duties included the requirement to assist with the Central Mailroom's budget development, promote Central Mailroom services to other state agencies and to exercise administrative oversight and support to the Division of General Services. A new position description (PD) was submitted and PCN 025046 was reclassified on August 1, 1998 from Mailroom Supervisor to Administrative Manager I (SR15). Because this reclassification removed the only position allocated to the Mailroom Supervisor class title, the Mailroom Supervisor job class was abolished in January 2000.

In January 2002, a revised PD for PCN 025046 was submitted by the Division of General Services requesting reclassification of this position from Administrative Manager I to Administrative Manager II. The Department of Administration's Human Resource staff reviewed the PD and determined the position did not meet the specifications for the Administrative Manager II job class. The request for reclassification was denied. Subsequently the PD was audited by the Division of Personnel; it was suggested that this PD supported creating a new job class. A meeting was held with the Director of General Services and Division of Personnel staff to further define and clarify the duties of the position. In July 2002, Division of General Services submitted a new PD, and the formal request for a classification study was received and approved.

by the Division of Personnel in September.

Scope

The purpose of this study was to review the duties and responsibilities of PCN 025046 and create a single position job class that describes the work. No other job classes or PCNs were considered as part of this study.

Method

Division of Personnel staff interviewed the incumbent, former incumbent, supervisor and acting Director of General Services. In order to obtain additional verifying information interviews were held with a Division of General Services Contract Officer and the Department of Administration Personnel Officer. To verify information, telephone interviews were held with representatives of subscribing agencies who were involved in the overall process of contracting Central Mailroom Services. The Administrative Services Manager for the Department of Natural Resources was contacted as well as staff from the Divisions of Educational Support and Post Secondary Education at the Department of Education and Early Development. Examples of work product were provided by the incumbent and his supervisor, and the analyst spent a morning observing mailroom operations and workflow.

Analysis

PCN 025046 is now responsible for a variety of duties affecting the Central Mailroom and provides administrative support to the Division of General Services. Non-class controlling work includes the administrative support to the Division and the forms management function. The incumbent supervises PCN 025138, Administrative Clerk III, who is responsible for front desk coverage and provides the majority of daily administrative support for the division. PCN 025046 is also responsible for state forms management, directing the sale and distribution of state forms. With the increased availability of electronic forms, the inventory and demand for paper forms is substantially reduced, lessening the responsibility for directing sales and distribution.

The class controlling work of this position rests in the full delegated responsibility for mailroom services. This includes directing and managing the workflow while exercising full supervisory responsibility over four full time Mail Couriers and two additional non-permanent Mail Services Trainee positions. Since PCN 025046 is charged with ensuring that mail services run smoothly, the incumbent must be sufficiently familiar with the mail service operations to anticipate and avoid potential production problems and resolve unavoidable situations which may arise. Included with this is the responsibility for sound financial management of the mail services operation. The budget for the Central Mailroom is based solely on revenue generated from interagency receipts from subscribing state agencies; therefore, the program's existence depends upon the successful promotion and contracting of services.

Currently, PCN 025046 is assigned to the Administrative Manager I job class. Administrative Managers by definition are responsible for a broad range and variety of work to provide, secure and/or negotiate for the administrative resources and services necessary to the operation of an organizational unit such as a section, region or division. The responsibility of PCN 025046 centers primarily on the Mail Services operations, with the class defining work being the overall management of the Central Mailroom. Because the class controlling work is specific to mail

services operations, it is consistent with the State's classification plan to establish a separate job class. The fact that Central Mail Services has evolved into a fully operating centralized function and the work of the manager is specific to mailroom operations, the creation of a new single position job class, Mail Services Manager, is appropriate.

Internal Alignment

In accord with the principal of internal alignment, the Mail Services Manager job class was compared with other administrative classes in the Clerical and Secretarial Family (P11XX), Accounting and Fiscal Family (P12XX), and the General Administrative Family (P19XX).

For the purpose of establishing internal alignment, a number of key elements of the Mailroom Services Manager job class were identified as selection criteria. These included:

- Management and/or supervision of a unit or operation.
- Fiscal accountability for tracking and projecting revenues and expenditures.
- Responsibility for promotion of services.
- Level of Authority, initiative and degree of independence for making decisions.
- Developing internal procedures base on broader or statewide guidelines or from outside requirements and regulations (i.e. United States Postal Regulations).

The administrative support function of this position is not considered an equal or higher level of work than the characteristics listed above; therefore, it was not considered in the internal alignment.

Because the budget for the Central Mailroom is entirely funded through interagency receipts from subscribing agencies, promotion of services is essential to the operation's existence. Currently there is no formal marketing plan in place. Advertising for services is posted on the Division's web site and promotion occurs primarily by word of mouth, with the mailroom manager contacting agencies, or potential customer agency representatives may initiate contact. While recognizing there is the unique responsibility and burden of having to promote business in order to fund Central Mailroom operations, the actual promotion of services is, at this time, a limited activity and as such is not a significant classification factor.

Several job classes within the occupational families listed above were analyzed for comparability. Administrative Manager II (SR17) was examined and found to be not comparable. Using the Administrative Manager job specifications and addendum as a guide, it is evident that the overall level and complexity in work, including budget development and financial management, is beyond that required of the Mail Services Manager. At this point in time, other administrative and accounting staff is substantially involved in the budget tracking and development process for which PCN 025046 is responsible. The incumbent does not have the authority, financial control or ability to implement the budget. Currently the incumbent's role in budget development is assistive in nature. Also considered was initiative, coordination of processes and decision making. As the state's "mail services expert" the position may be called upon to provide technical guidance beyond the immediate organizational unit. There has been limited opportunity to create and design procedures within the organizational unit. Two specifically identified during interviews were emergency mail handling procedures and bar coding. In the case of establishing emergency mail handling procedures, new procedures were

developed based on broader guidelines, i.e. FBI guidelines, CDC Health Advisory and State Public Health, Public Safety and Emergency Service Officials protocols. While the incumbent is given considerable latitude to independently make decisions, discretion is limited to mailroom operations and supervision. Most decisions are based on selecting, interpreting and applying procedures which is consistent with lower level managers. For these reasons, it is determined that the Administrative Manager II job class is not comparable.

After the review of several job classes at range 16 within this occupational group, Accounting Supervisor I, Records & Licensing Supervisor, Payroll Supervisor, and Unclaimed Property Specialist, it was determined that none were comparable.

The Division of General Services recommended the Micrographic Services Manager (SR17) for comparison. This job class is located in the Department of Education and has substantial responsibility (30% of job duties) for micrographic equipment repair and maintenance for the Department of Education as well as other state agencies. Because of this work, the job class is located outside the Clerical, Fiscal and Administrative Occupational Group, and grouped within the Labor, Trades and Crafts job classes. While the Mail Services Manager may occasionally perform minor equipment repair, the extent to which this position repairs equipment is not sufficient to be considered class controlling. Equipment repair and maintenance for the Central Mailroom is routinely contracted out through procured annual maintenance agreements. For this reason it is not appropriate to consider the Micrographic Services manager job class for purposes of internal alignment.

The classes most comparable to the Mailroom Services Manager are Administrative Manager I (R15), Duplication Supervisor (R15) and PFD Unit Manager (R15). These journey level classes share overall similarities in variety and scope of administrative responsibility and decision-making authority. Incumbents are full supervisors with responsibility for a unit of technical and/or clerical staff, having the authority to independently make decisions based on selecting, interpreting and applying rules, procedures and guidelines. The complexity of work regarding management of the mail operations, budget and financial management, degree of independence and level authority to make decisions and recommendations is most comparable to that of the Administrative Manager I.

Conclusion

The work performed by the manager of the Central Mailroom is specific to the operation of Central Mailroom Services and warrants the creation of a new job class, Mail Services Manager. The new class specification accurately defines and distinguishes the work. Mail Services Manager is assigned salary range 15.

The attached class specifications are effective May 16, 2003.

Attachments: Final Class Specifications